

SECTION TWO:

City Characteristics And City Services

How residents felt about city services was the primary theme of this section of the report. City services in this context included general city operations as well as items about neighborhood maintenance, contact with city employees, and for those having had contact, a general evaluation of those dealings. Each of these questions was included in prior surveys, although some items in the individual questions were new in 2004.

Interviewers first read a listing of 11 general city services, ranging from emergency medical service and police to building inspection and animal control and street signage. Respondents were asked to assess each service by assigning a quality rating ranging from excellent to poor. Next, six neighborhood maintenance items were presented, with survey participants instructed to rate the manner in which the city maintained each aspect, again using the excellent to poor rating system. The list of items included repairing and maintaining streets, maintenance of medians, code violation enforcement, and neighborhood parks. Two new items were included in this year's survey: that the city provides an adequate water supply and responds to issues caused by sewage overflow. Residents were also asked to gauge the overall way in which the city is maintained, again using the standard excellent to poor evaluation criteria.

The next three questions, which have been included in both previous surveys, focused on contact with customers and satisfaction with that contact through a series of action statements. First, survey participants were asked to affirm whether or not they had contact with a city employee during the past year. The subsample of respondents who acknowledged contact was asked to express a degree of satisfaction or dissatisfaction with several service-oriented statements. The statements focused on such issues as the courtesy of the person answering the telephone, being directed to the correct department, that the employee seemed concerned about his or her problem, and that the people worked with showed pride in the work they were doing. Additionally, respondents were asked, in an open-ended query, what one suggestion they would make to improve the overall quality of service that the city offers its residents.

The final series of questions reviewed asked community members to rate their level of agreement or disagreement with several attitudinal statements which

reviewed both positive and negative feelings about city government, as well as city workforce and neighborhood services opinions.

RATING OF GENERAL CITY SERVICES

The first portion of the survey focused on questions that were general in nature, including community activity, voting frequency, positive community features and critical issues facing the city. The line of questioning then shifted to city services, with interviewers asking respondents to "***Please rate the following....***" As in both previous surveys, the following services were evaluated: emergency medical service, police, street maintenance, planning and zoning, fire department, parks and recreational services, library, building inspection, solid waste/recycling services, water/wastewater and electric. The comment scale utilized, as in previous surveys, was excellent, good, fair or poor, or no opinion. A rating of excellent or good is considered positive while a rating of fair or poor is considered mildly to intensely negative.

Table #11 compares the overall findings in 1998, 2001, and 2004, in order to denote any shifts in attitudes:

**TABLE #11: COMPARISON OF OVERALL QUALITY RATING OF
GENERAL CITY SERVICES -- 1998 -- 2004**

SERVICE	EXCELLENT			GOOD			FAIR			POOR			NO OPINION			RATIO
	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004	2004
Emergency medical service	46%	35%	42%	38%	42%	38%	4%	6%	4%	1%	2%	1%	11%	16%	15%	16.0:1
Police	40%	29%	38%	46%	50%	42%	7%	9%	10%	2%	4%	3%	5%	8%	7%	6.2:1
Street maintenance	6%	3%	9%	44%	23%	34%	35%	38%	32%	15%	35%	25%	1%	1%	0%	0.8:1
Planning and zoning	4%	6%	7%	37%	36%	40%	30%	27%	25%	13%	14%	12%	16%	16%	15%	1.3:1
Fire department	40%	34%	42%	49%	52%	44%	2%	5%	2%	1%	1%	0%	8%	10%	12%	43.0:1
Parks and recreational services	26%	26%	29%	52%	55%	51%	13%	12%	12%	4%	3%	3%	5%	4%	5%	5.3:1
Library	31%	32%	32%	49%	46%	48%	9%	8%	10%	2%	1%	0%	9%	14%	10%	8.0:1
Building inspection	6%	8%	9%	35%	37%	36%	13%	11%	10%	2%	4%	2%	43%	40%	43%	3.8:1
Solid waste/recycling services	18%	18%	26%	55%	56%	51%	14%	17%	11%	6%	6%	8%	6%	3%	5%	4.1:1
Water/wastewater	12%	17%	19%	58%	61%	58%	17%	14%	13%	8%	5%	3%	5%	4%	6%	4.8:1
Electric	20%	23%	24%	66%	60%	61%	12%	13%	11%	1%	4%	2%	1%	0%	2%	6.5:1

The fire department (86%-2%, 43.0:1), emergency medical service (80%-5%, 16.0:1), library (80%-10%, 8.0:1), electric (85%-13%, 6.5:1), and police (80%-13%, 6.2:1) were the top five rated services, according to the ratio of positive (good/excellent) to negative (fair/poor) ratings, void of the no opinion response. Also highly rated, with at least four times more positive than negative opinions were three other items: parks and recreational services (80%-15%, 5.3:1), water/wastewater (77%-16%, 4.8:1), and solid waste/recycling services (77%-19%, 4.1:1). Only one item, street maintenance, did not achieve a positive ratio (43%-57%, 0.8:1), while two items captured a positive ratio but not a majority -- planning and zoning (47%-37%, 1.3:1) and building inspection (45%-12%, 3.8:1). The item most impacted by no opinion responses was building inspection, with 43%, followed by emergency medical service and planning and zoning, with 15%, and fire department, at 12%.

City residents this year were most passionate (excellent) about emergency medical service and fire department (both 42%), police (38%), and the library (32%). At the same time, they appeared most critical (poor) toward street maintenance (25%) and planning and zoning (12%). When the intensity rating is ranked and compared to the quality ratio, we note some slight variances. For example, people were more enthusiastic about police (3rd) than the community consensus showed (5th). The same was true for street maintenance (9th in intensity, to 11th in ratio) and solid waste/recycling services (6th, to 8th). One item generated a higher consensus mark than intensity and that was electric, 4th in quality ratio but just 7th in terms of intensity.

In comparing good and excellent ratings over the six year period, the findings show positive attitudes to have improved between 2001 and 2004, to near the benchmark levels established in 1998. For example, the average mark in 1998 was 71%. It declined to 68% in 2001, but moved back to the 71% average rating in 2004. When compared to the benchmark results, higher scores were noted for planning and zoning (41%-42%-47%), building inspection (41%-45%-45%), solid waste/recycling (73%-74%-77%), and water/wastewater (70%-78%-77%). One other service improved, but by less than three percent, while one, the library, retained its original level (80%-78%-80%). Services that have declined by four percent or more were emergency medical service (84%-77%-80%), police (86%-79%-80%), and street maintenance (50%-26%-43%). The fire department and electric had percentages decline, but by less than three percent. And when comparing 2001 and 2004 attitudes, seven services noted improvement, although just two by five percent or better. The most noticeable gain was noted for street maintenance, which went from 26% to 43%, near the benchmark finding of 50%. The other improvement regarded planning and zoning (42%-47%). Of the other four services, two declined by less than three percent, and two remained the same.

Between 1998 and 2001, several services experienced minimal declines in their overall ratings, but a more significant decline in intensity ratings, namely the excellent ratings. Percentages in 2004 appeared to rebound to near or above benchmark ratings. Services in which this trend was evident were emergency medical service (46%-35%-42%), street maintenance (6%-3%-9%), and police (40%-29%-38%). Excellent ratings which exceeded the benchmark findings by more than three percent were water/wastewater (12%-17%-19%), electric (20%-23%-24%), and five others also more positive, but at less than a three point gain.

In trending the fair or poor ratings, note that the average negative percentage was lower this year, by one percent, than in 1998 (19%-22%-18%) and also lower than in 2001, by four points. In comparing 1998 and 2004 ratings, declines were noted toward planning and zoning (43%-41%-37%) and water/wastewater (25%-19%-16%), compared to increased negativity toward police (9%-13%-13%) and street maintenance (50%-73%-57%), although the current percentage is significantly lower than in 2001. Poor ratings shifted for only two services -- street maintenance (15%-35%-25%) and water/wastewater (8%-5%-3%). Others showed little movement when compared to findings from any one year.

One other method of evaluating trends is by comparing the ratio in the respective years. When comparing the current quality ratio to the benchmark findings, we note that residents are more positive about seven of the twelve services. Gains were noted toward planning and zoning (1.0:1-1.3:1), fire department (29.7:1-43.0:1), parks and recreational services (4.6:1-5.3:1), library (7.3:1-8.0:1), building inspection (2.7:1-3.8:1), solid waste/recycling services (3.7:1-4.1:1), and water/wastewater (2.8:1-4.8:1). The services in which the ratio declined were emergency medical service (16.8:1-16.0:1), police (9.6:1-6.2:1), street maintenance (1.0:1-0.8:1), and electric (6.6:1-6.5:1).

Table # 12 trends positive attitudes during the six year period in which the three surveys have been conducted:

**TABLE #12: COMPARISON OF QUALITY (GOOD/EXCELLENT) RATINGS
OF GENERAL CITY SERVICES BY SUBSECTOR -- 1998 -- 2004**

SERVICE	DISTRICT 1			DISTRICT 2			DISTRICT 3			DISTRICT 4			DISTRICT 5		
	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004
Emergency medical service	85%	74%	81%	85%	83%	83%	90%	84%	82%	83%	70%	79%	76%	70%	76%
Police	77%	74%	61%	81%	76%	82%	92%	88%	87%	87%	79%	81%	86%	77%	78%
Street maintenance	26%	29%	31%	35%	27%	49%	56%	30%	48%	58%	33%	37%	54%	16%	49%
Planning and zoning	34%	46%	43%	44%	50%	51%	41%	41%	46%	43%	44%	48%	35%	33%	48%
Fire department	93%	86%	89%	87%	91%	93%	94%	92%	77%	92%	82%	77%	78%	81%	89%
Parks and recreational services	77%	86%	85%	76%	79%	85%	82%	85%	82%	79%	81%	73%	73%	76%	81%
Library	72%	68%	85%	71%	88%	81%	86%	76%	80%	83%	85%	78%	77%	68%	76%
Building inspection	39%	49%	51%	45%	58%	50%	44%	42%	41%	42%	42%	40%	38%	40%	47%
Solid waste/recycling services	66%	70%	78%	65%	73%	82%	82%	72%	73%	73%	84%	79%	75%	69%	72%
Water/wastewater	46%	81%	71%	68%	74%	79%	74%	78%	77%	71%	82%	79%	81%	73%	79%
Electric	90%	79%	83%	73%	73%	87%	94%	88%	84%	86%	93%	87%	87%	77%	85%

Presently, three of every four residents citywide think positively about emergency medical service (81%-83%-82%-79%-76%), fire department (89%-93%-77%-77%-89%), library (85%-81%-80%-78%-76%), and electric (83%-87%-84%-87%-85%). The 75% citywide plateau was nearly reached relative to parks and recreational services (85%-85%-82%-73%-81%), solid waste/recycling (78%-82%-73%-79%-72%), and water/wastewater (71%-79%-77%-79%-79%). District 2 appeared to be most positive about city services, as seven of the 11 services were rated positively by a minimum 80%. That compared to five in Districts 1 and 3, three in District 5, and two in District 4.

Services in which quality ratings varied at least 10% included police (87% in District 3, to 61% in District 1), street maintenance (49% in Districts 2 and 5, to 31% in District 1), fire department (93% in District 2, to 77% in Districts 3 and 4), building inspection (51% in District 1, to 40% in District 4), and solid waste/recycling services (82% in District 2, to 72% in District 5). Variances were also evident when services were ranked in accordance to quality ratings: emergency medical service (3rd in Districts 3 and 4, to 6th in Districts 4 and 5); police (1st in District 3, to 8th in District 1); fire department (1st in Districts 1, 2 and 5, to 6th in District 4); parks and recreational services (2nd in District 1, to 8th in District 4); library (3rd in District 1, to 7th in Districts 2 and 5); solid waste/recycling services (4th in District 4, to 8th in District 5); water/wastewater (4th in District 5, to 8th in District 2); and electric (1st in District 4, to 4th in District 1). Note that attitudes varied the most

citywide relative to three services: police, fire department, and parks and recreational services.

Between 1998 and 2004, District 2 had more services show gains in positive ratings (10) than elsewhere, being seven in District 1, four in Districts 4 and 5, and two in District 3. Declines in service ratings numbered eight in District 3, seven in District 4, six in District 5, four in District 1, and just one in District 2. One service in both Districts 3 and 5 maintained its benchmark findings.

People in District 2 were more positive about the following services: street maintenance (35%-49%), planning and zoning (44%-51%), fire department (87%-93%), parks and recreational services (76%-85%), library (71%-81%), building inspection (45%-50%), solid waste/recycling services (65%-82%), water/wastewater (68%-79%), and electric (73%-87%). In addition, several of these services trended more positive each year. Those were planning and zoning (44%-50%-51%), fire department (87%-91%-93%), parks and recreational services (76%-79%-85%), solid waste/recycling services (65%-73%-82%), and water/wastewater (68%-74%-79%). The only service to decline was emergency medical service, and that was by just two percent.

Street maintenance (26%-31%), planning and zoning (34%-43%), parks and recreational services (77%-85%), building inspection (39%-51%), solid waste/recycling services (66%-78%), and water/wastewater (46%-71%) were the services people in District 1 were more positive about today, compared to 1998. In addition, three of those have shown positive gains each year: street maintenance (26%-29%-31%), building inspection (39%-49%-51%), and solid waste/recycling services (66%-70%-78%). Conversely, respondents were less positive this year toward emergency medical service (85%-81%), fire department (93%-89%), and electric (90%-73%). However, negative ratings tended to fluctuate and not be more negative each year.

More services in Districts 3, 4, and 5 declined than improved, when tracked with the benchmark results. In District 4, ratings improved regarding planning and zoning (43%-48%), solid waste/recycling services (73%-79%), and water/wastewater (71%-79%), with planning and zoning (43%-44%-48%) the only service to improve each year. Conversely, positive marks were lower relative to emergency medical service (83%-79%), police (87%-81%), street maintenance (58%-37%), fire department (92%-77%), parks and recreational services (79%-73%), and library (83%-78%). However, only the fire department has been rated less positively each year by respondents (92%-82%-77%) in this part of the city.

Six services in District 5 exhibited lower positive ratings in 2004 than in 1998, although just one, police (86%-78%), declined by more than three percent, with current ratings one point higher than in 2001 (77%). Comparatively, all four

services in which positive ratings improved grew by more than three percent. Those services were planning and zoning (35%-48%), fire department (78%-89%), parks and recreational services (73%-81%), and building inspection (38%-47%). Furthermore, three of the four services have been rated more positively by survey participants each year: fire department (78%-81%-89%), parks and recreational services (73%-76%-81%), and building inspection (38%-40%-47%).

In District 3, residents were more positive toward two services, and only one, planning and zoning (41%-46%), by more than three percent. Comparatively, respondents were more negative toward emergency medical service (90%-82%), police (92%-87%), street maintenance (58%-37%), fire department (94%-77%), library (86%-80%), solid waste/recycling services (82%-73%), and electric (94%-84%). Of those services, gradual declines were noted relative to emergency medical service (90%-84%-82%), police (92%-88%-77%), fire department (94%-92%-77%), and electric (94%-88%-84%).

Table #13 below compares 2004 attitudes toward city services, based on differences in opinions by participation in the community and voting activity:

TABLE #13: QUALITY RATING OF GENERAL CITY SERVICES BY COMMUNITY ACTIVITY AND VOTING ACTIVITY

SERVICE	COMMUNITY ACTIVITY				VOTING ACTIVITY			
	ACTIVE/INFORMED		ISSUES/LIVE HERE		ALWAYS/OFTEN		SELDOM/NEVER	
	EXCEL GOOD	FAIR POOR	EXCEL GOOD	FAIR POOR	EXCEL GOOD	FAIR POOR	EXCEL GOOD	FAIR POOR
Emergency medical service	81%	5%	79%	5%	79%	5%	83%	7%
Police	79%	14%	78%	12%	82%	10%	72%	22%
Street maintenance	43%	57%	46%	55%	41%	60%	48%	51%
Planning and zoning	50%	37%	43%	36%	49%	40%	44%	32%
Fire department	86%	3%	86%	1%	86%	2%	90%	1%
Parks and recreational services	79%	18%	82%	9%	80%	14%	81%	16%
Library	81%	11%	77%	9%	80%	11%	79%	7%
Building inspection	45%	15%	45%	7%	47%	10%	41%	18%
Solid waste/recycling services	79%	19%	74%	18%	80%	16%	68%	22%
Water/wastewater	77%	17%	80%	14%	78%	16%	74%	18%
Electric	85%	14%	87%	10%	87%	12%	81%	15%

How active or inactive one was in terms of community activity did not significantly impact how he or she reacted to city services. More active respondents held in slightly higher esteem planning and zoning (50%-43%), the library (81%-77%), and solid waste/recycling services (79%-74%). Two other

services were rated most positively by active community members, but the variance was less than three percent. Similarly, inactive respondents were more positive toward four services, but all at three percent or less. It should also be noted that people who were more active in the community assigned higher fair or poor ratings to parks and recreational services (18%-9%), building inspection (15%-7%), and electric (14%-10%).

Active voters were more positive about police (82%-72%), planning and zoning (49%-44%), building inspection (47%-41%), solid waste/recycling services (80%-68%), water/wastewater (78%-74%), and electric (87%-81%). At the same time, they were less positive toward emergency medical service (79%-83%), street maintenance (41%-48%), and fire department (86%-90%). People who voted with less frequency were more negative when it came to their assessment of police (22%-10%), building inspection (18%-10%), and solid waste/recycling services (22%-16%). However, it was voters who were most negative about street maintenance (60%-51%), planning and zoning (40%-32%), and the library (11%-7%).

ASSESSING NEIGHBORHOOD CHARACTERISTICS

Following their assessment of city services, residents were asked to rate certain characteristics of their neighborhood. This question was first included in 2001. In it, respondents were asked, "***How would you rate the way that the city maintains the following aspects of your neighborhood...***" Four of the six items were identical to 2001: repairing and maintaining streets, proper maintenance of medians, proper enforcement of code violations, and neighborhood parks. Two new issues were added to the list this year: provides an adequate water supply and responds to issues caused by sewage overflow. The same response scale used to rate city services was utilized for this series of questions.

Table #14 compares the current results to the benchmark findings, to denote potential trending:

**TABLE #14: COMPARING OVERALL QUALITY RATING OF
NEIGHBORHOOD MAINTENANCE ASPECTS -- 2001 & 2004**

ASPECT	EXCELLENT		GOOD		FAIR		POOR		NO OPINION		QUALITY RATIO	
	2001	2004	2001	2004	2001	2004	2001	2004	2001	2004	2001	2004
Repairing and maintaining streets	7%	11%	31%	36%	35%	28%	26%	24%	1%	1%	0.6:1	0.9:1
Proper maintenance of medians	8%	9%	43%	50%	24%	21%	7%	5%	18%	15%	1.6:1	2.3:1
Proper enforcement of code violations	3%	8%	44%	38%	21%	19%	15%	14%	17%	21%	1.3:1	1.4:1
Neighborhood parks	16%	21%	57%	55%	13%	13%	5%	4%	8%	7%	4.1:1	4.5:1
Provides an adequate water supply, i.e. water pressure and availability	NA	33%	NA	59%	NA	4%	NA	2%	NA	2%	NA	15.4:1
Responds to issues caused by sewage overflow	NA	15%	NA	39%	NA	6%	NA	5%	NA	35%	NA	4.9:1

The city providing an adequate water supply, i.e. water pressure and availability (92%-6%, 15.4:1) was the item rated most highly by residents, both in terms of good and excellent marks and its quality ratio. Respondents were also highly positive about the city responding to issues caused by sewage overflow (54%-11%, 4.9:1), although a significant percentage (35%) had no opinion on the issue, and neighborhood parks (76%-17%, 4.5:1), the top rated item from the previous survey. The remaining items had ratios of 2.3:1 (59%-22% for proper maintenance of medians), 1.4:1 (46%-33% for proper enforcement of code violations), and 0.9:1 (47%-52% for repairing and maintaining streets).

Excellent ratings were highest for provides an adequate water supply (33%), neighborhood parks (21%), and responds to issues caused by sewage overflow (15%). Comparatively, proper enforcement of code violations (8%), proper maintenance of medians (9%), and repairing and maintaining streets (11%) received a lower degree of enthusiasm from survey participants. In fact, for both repairing and maintaining streets (11%-24%) and proper enforcement of code violations (8%-14%), extreme negativity was more prevalent than the intense positive. That was not the case with the other items. In addition, these two items scored the highest negative ratings (52% and 33%). In addition to the sewage overflow issue, no opinion responses were high relative to enforcement of code violations (21%) and maintenance of medians (15%).

When compared to results established in 2001, residents were more positive when it came to assessing the repair and maintenance of streets (38%-47%) and proper maintenance of medians (51%-59%). The other two items had positive ratings decline one percent (code violations) and improve three (neighborhood parks). However, note that the ratio improved for all four items, as fair or poor

ratings declined for all four items, from 9% (61%-52% for repairing and maintaining streets) to 1% (18%-17% for neighborhood parks). It went from 0.6:1-0.9:1 for repairing and maintaining streets, 1.3:1-1.4:1 for proper enforcement of code violations, 4.1:1-4.5:1 for neighborhood parks, and 1.6:1-2.3:1 for proper maintenance of medians. Note that both water supply and sewage overflow response were each rated more positively than the other four statements.

Table #15 below compares the combined positive and negative ratings assigned to each particular aspect:

TABLE #15: COMPARING QUALITY (GOOD/EXCELLENT) RATINGS OF NEIGHBORHOOD MAINTENANCE ASPECTS BY SUBSECTOR

ASPECT	DISTRICT 1		DISTRICT 2		DISTRICT 3		DISTRICT 4		DISTRICT 5	
	2001	2004	2001	2004	2001	2004	2001	2004	2001	2004
Repairing and maintaining streets	44%	28%	19%	43%	39%	57%	48%	48%	39%	48%
Proper maintenance of medians	54%	46%	40%	58%	54%	66%	59%	57%	46%	62%
Proper enforcement of code violations	51%	44%	51%	44%	46%	48%	48%	43%	42%	50%
Neighborhood parks	68%	67%	69%	74%	82%	86%	81%	80%	65%	71%
Provides an adequate water supply, i.e. water pressure and availability	NA	80%	NA	92%	NA	91%	NA	93%	NA	96%
Responds to issues caused by sewage overflow	NA	56%	NA	53%	NA	56%	NA	50%	NA	57%

When reviewing current findings, note that attitudes for the different characteristics varied throughout the city. Variances were evident relative to repairing and maintaining streets (57% in District 3, to 28% in District 1), proper maintenance of medians (66% in District 3, to 46% in District 1), neighborhood parks (86% in District 3, to 67% in District 1), and provides an adequate water supply (96% in District 5, to 80% in District 1). The ones in which quality ratings varied by fewer than ten percent concerned the proper enforcement of code violations (50%-44%) and responds to issues caused by sewage overflow (57%-50%). District 3 residents were most positive when it came to assessing repair and maintenance of streets and medians, as well as neighborhood parks. The other items were rated more positively by individuals in District 5 than elsewhere. Conversely, District 1 was least positive, except in the case of enforcement of code violations and responds to issues caused by sewage overflow (both District 4).

In comparing current to previous findings, attitudes toward all four characteristics improved in Districts 3 and 5. That contrasted with no gains in Districts 1 and 4, and three of four improvements in District 2. Note that no characteristic secured positive or negative growth in all five city council districts. In three of five areas, survey participants were more positive about repairing and maintaining streets, median maintenance, and neighborhood parks.

District 3 was more positive when it came to assessing repairing and maintaining streets (39%-57%), maintenance of medians (54%-66%), and, to a lesser extent, neighborhood parks (82%-86%). The fourth item, proper enforcement of code violations, improved by just two percent. In District 5, all four items attained positive improvement of more than three points. Those were repairing and maintaining streets (39%-48%), maintenance of medians (46%-62%), enforcement of code violations (42%-50%), and neighborhood parks (65%-71%).

In contrast to Districts 3 and 5, people in Districts 1 and 4 tended to be more negative. This was true in District 1 relative to repair and maintenance of streets (44%-28%), maintenance of medians (54%-46%), and enforcement of code violations (51%-44%), while the neighborhood park item showed a decline of just one percent. Respondents in District 4 were less positive by more than three percent toward only one item, proper maintenance of medians (48%-43%). Two of the other items exhibited a decline of less than three percent, while repair and maintenance of streets maintained its prior ranking (48%-48%). In District 2, residents were more positive about repair and maintenance of streets (19%-43%), maintenance of medians (40%-58%), and neighborhood parks (69%-74%). At the same time, respondents were less positive about proper enforcement of code violations (51%-44%).

Table # 16 reviews the findings from the perspective of community and voting activity, to again compare and contrast findings:

TABLE #16: QUALITY RATING OF NEIGHBORHOOD MAINTENANCE ASPECTS BY COMMUNITY AND VOTING ACTIVITY STATEMENTS

ASPECT	COMMUNITY ACTIVITY				VOTING ACTIVITY			
	ACTIVE/INFORMED		ISSUES/LIVE HERE		ALWAYS/OFTEN		SELDOM/NEVER	
	EXCEL GOOD	FAIR POOR	EXCEL GOOD	FAIR POOR	EXCEL GOOD	FAIR POOR	EXCEL GOOD	FAIR POOR
Repairing and maintaining streets	48%	52%	46%	54%	46%	53%	47%	53%
Proper maintenance of medians	60%	28%	57%	23%	56%	28%	65%	23%
Proper enforcement of code violations	47%	35%	46%	29%	44%	34%	50%	28%
Neighborhood parks	76%	20%	81%	10%	77%	16%	77%	17%
Provides an adequate water supply, i.e. water pressure and availability	92%	6%	92%	6%	94%	6%	89%	9%
Responds to issues caused by sewage overflow	53%	13%	58%	7%	54%	10%	55%	13%

In terms of positive ratings, community activity did not significantly impact how people responded to this series of statements. For example, it was inactive survey participants who were more positive when it came to assessing neighborhood parks (81%-76%) and responds to issues caused by sewer overflow (58%-53%). The remaining statements did not vary by more than three percent between the two subsets. However, it was active voters who were more negative. This was true relative to proper maintenance of medians (28%-23%), enforcement of code violations (35%-29%), neighborhood parks (20%-10%), and responds to issues caused by sewage overflow (13%-7%). In terms of rankings, there was no variance between the two community activity groups.

Respondents who were more active in their community did tend to be more intense in their responses. That was true relative to proper enforcement of code violations, neighborhood parks, and providing an adequate water supply.

The only item of which active voters were more positive than less active respondents was provides an adequate water supply (94%-89%). It was people who less frequently voted who rated as higher proper maintenance of medians (65%-56%) and enforcement of code violations (50%-44%). The two other statements varied by less than three percent. Active voters were more negative, however, when it came to rating maintenance of medians (28%-23%) and enforcement of code violations (34%-28%).

RATING WAY CITY MAINTAINED

After assessing neighborhood characteristics, the interview presented a more general question dealing with the city and how it was maintained. This same question was asked in both earlier surveys. Respondents were queried, **"And how about the overall way the city is maintained?"** As with other quality assessments, the comment scale was excellent, good, fair, or poor. Overall, three of four respondents (75%) rated the way the city is maintained good (59%) or excellent (16%). By comparison, less than one in four (24%) assessed it as either fair (21%) or poor (3%). The 75% was an improvement over findings generated in 2001 (69%) and was exactly that which was established in the benchmark survey (75%). One positive item was that the excellent rating was higher than any previous mark (11%-9%-16%). And fair or poor ratings were lower this year than ever before (26%-30%-24%).

Figure 4 compares the combined good and excellent ratings expressed in each survey, by subsector:

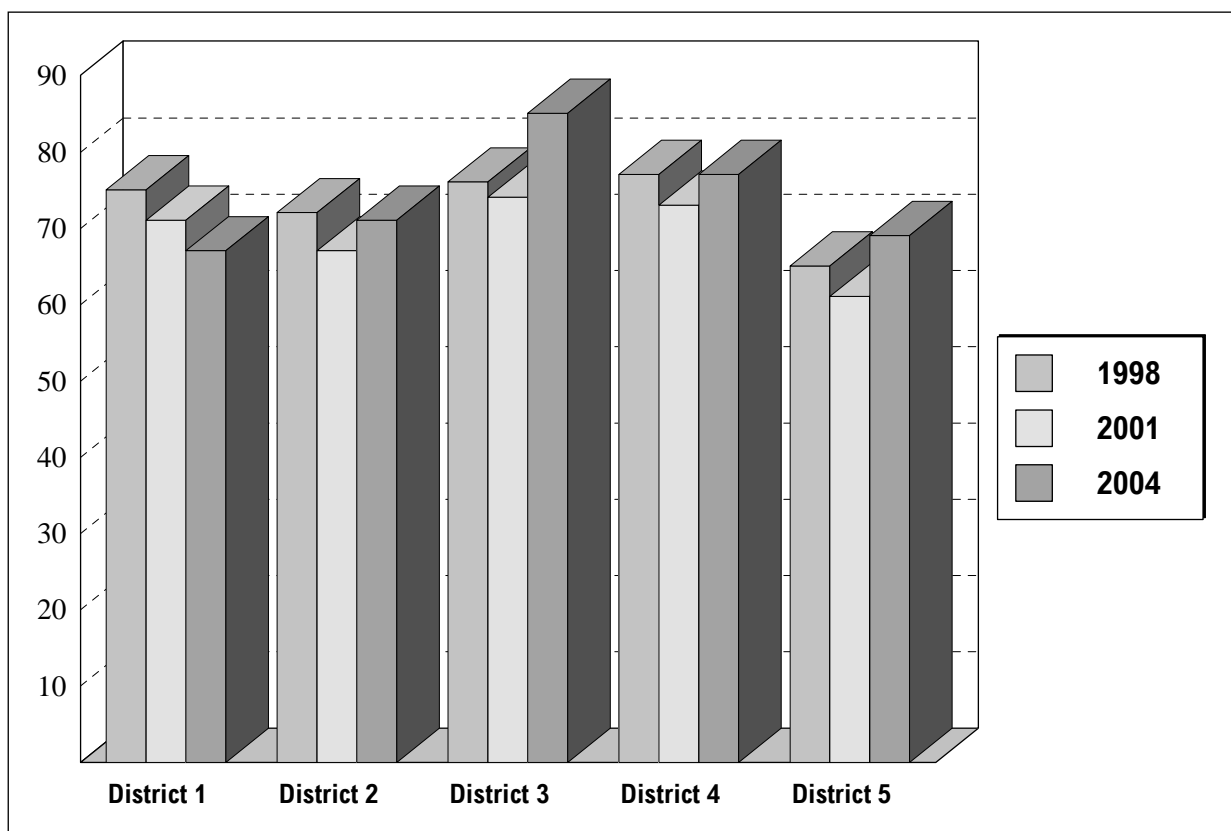


Figure 4: Comparison Of Quality Ratings To Way City Is Maintained By Subsector -- 1998 -- 2004

One positive development was the improved excellent ratings. The range this year was 21% (District 3) down to 11% (District 1), for a 10-point shift in ratings. The high was eight percent higher than the results of either two previous surveys (both 13%, to 2%). When comparing quality ratings, people in District 3 (76%-74%-85%) were more positive this year than at any other time, the only region to exhibit gains. Comparatively, findings were at their lowest point over the six year period in Districts 1 (75%-71%-67%) and 5 (65%-61%-59%), and lower than the benchmark results in District 2 (72%-67%-70%). And in District 4, quality ratings regained the form assigned in 1998 (77%-73%-77%). Note that the variance in quality ratings was 26 points, double the variance in 2001 (13%) and 1998 (11%). These findings point to the fact that the gap between the high and low positive finding continues to grow apart, indicating a disparity in ratings. Men and women were both 75% positive about the way the city is maintained, the highest rating ever assigned by men (71%-67%-75%), with women nearly at the benchmark results (76%-70%-75%).

The higher the community improvement rating, the more likely residents were to rate the way the city is maintained both excellent (21%-7%-3%) as well as favorable overall (81%-67%-50%). Positive attitudes among active voters rebounded to 1998 findings (75%-69%-75%), while nonvoters exceeded their benchmark ratings (72%-70%-77%). The same was true among active community members (73%-71%-75%), although the percentage shifts have been minimal. Quality ratings among inactive community members climbed ten points (77%-67%-76%) to return to 1998 levels. Respondents who rated council performance good or excellent were nearly twice as likely to rate the city excellent (21%-11%) in terms of how well it was maintained, and also more likely to be positive about it overall (85%-62%). Individuals with no opinion as to council performance were 79% likely to rate how the city was maintained as either good or excellent. In addition, both homeowners and renters shared similar attitudes about city maintenance (74%-77%).

Seventy-three percent of nonparents assigned a good or excellent rating to the overall way the city is maintained. Parents (78%-78%-74%-75%) were more positive, but the variance between the five groups was minor. Nonparents were also the least intense group when it came to intensity (14%, to 22% of parents of teenagers). People who were newer to the community were most positive in assessing how the city was maintained (78%-76%-74%), although the variance was minimal. Interestingly, while long-term residents were least positive overall, they assigned the highest excellent ratings (9%-14%-18%). Positive attitudes among older (78%-67%-76%) and younger (79%-72%-80%) respondents each improved, to the point that they were either at the benchmark or exceeded it. Comparatively, middle-aged individuals (66%-72%-71%) have been more positive than they were in 1998 in each subsequent survey.

CUSTOMER SERVICE ACTIVITIES

One area addressed in each survey was customer service. Those questions are discussed in this section of the report. As in both previous surveys, an initial determination was made whether the respondent had contacted a city employee. Only those individuals who answered affirmatively to having had contact were asked about their degree of satisfaction with several aspects of how their case was handled. The pre-qualifying question was, **"Have you had contact with a city employee during the past year?"** The possible answers were yes, no, or don't remember. Nearly one-half of all residents sampled (47%) affirmed having contact with a city employee. Comparatively, 47% also said no to having contact, with the remaining 6% choosing the don't remember response. Note that each year, the percentage of residents having had contact with a city employee has increased (41%-43%-47%).

Figure 5 compares contact with city employees over the survey implementation period, denoted by city council district for trending purposes:

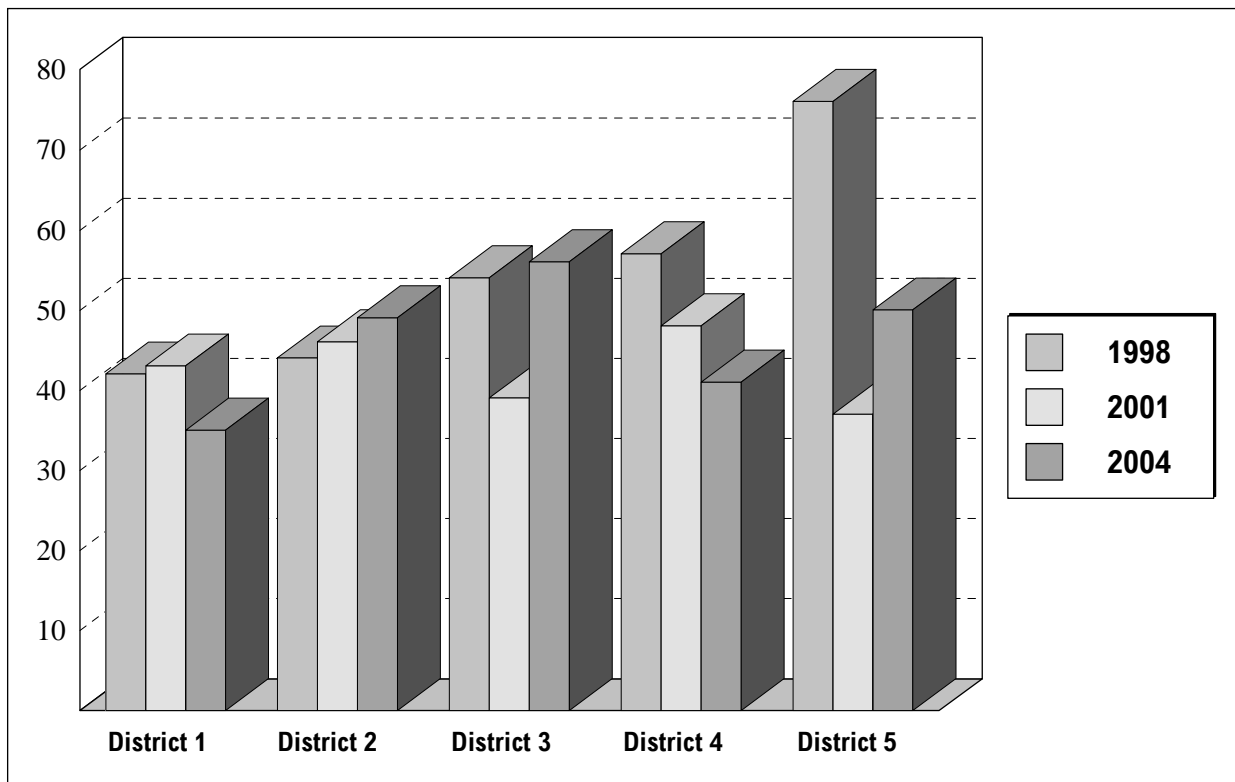


Figure 5: Comparison Of Contact With City Employee During Past Year By Subsector -- 1998 -- 2004

Current findings show contact with city employees to vary more than 20% citywide. The high percentage of contact was centered in District 3 (53%), compared to a low of 35% in District 1. The other percentages were 50% (District 5), 49% (District 2), and 41% (District 4). When compared to previous findings, contact fluctuated most dramatically in District 5 (76%-37%-50%). However, in District 3 (54%-39%-56%), contact rebounded to above the benchmark percentage. Contact has slowly climbed in District 2 (44%-46%-49%), compared to a more steep decline in District 4 (57%-48%-41%). In addition, the frequency of contact in District 1 was lower this year than any other time (42%-43%-35%). When compared to 2001, contact increased in Districts 2, 3, and 5, but declined elsewhere. And when compared to 1998, increases were noted in just Districts 2 and 3. Contact among men (63%-44%-52%) climbed eight percent, while women (51%-42%-42%) maintained their lower percentage.

Respondents who rated the community as improved were more likely to have had contact with a city employee (49%) than if improvement was rated the same (49%) or worse (43%). In addition, the 49% was an improvement over the last survey (45%) but still less than the benchmark results (59%). Fifty-six percent of those who considered themselves active in the community had contact with a city employee in 2004, an increase over 2001 ratings (48%) but still below the benchmark results of 1998 (63%). By comparison, the percentage of nonactive residents having contact with a city employee has declined every year (45%-37%-32%). Also, note the 2004 variance between active and inactive residents of more than twenty percent. Contact among voters was higher this year than previously expressed (59%-46%-53%), although not to the degree of 1998 levels. As with inactive residents, contact among inactive voters has gradually declined in each survey (46%-34%-31%) and the variance between the two subsets was more than twenty points.

Residents who rated the performance of the city council fair or poor had a higher frequency of contact (52%-46%) than if a more positive outlook was held. And those with no opinion as to performance were only 36% likely to have contact. There was just a three point variance in contact based on whether a person believed the city was maintained at a rate of excellent (48%), good (46%), or fair/poor (45%), a general indication that contact was not impacted based on how someone rated the way the city was maintained. One demographic variable that did appear to impact contact was whether a respondent was a homeowner (49%), who more often did contact the city, or a renter (35%), who more often did not.

Among parents (48%-37%-50%-54%), it was those with older children who most often had contact. Nonparents had contact with a city employee at a rate of 42%, lower than anyone except parents of 6-12 year olds. Tenure in the community did not appear to impact contact with a city employee, as just two

percent separated the three subsets (48%-47%-45%). As in previous surveys, middle-aged respondents were the subset most likely to contact a city employee (64%-49%-54%), although their current rating was still 10-points lower than in 1998. By comparison, contact among younger respondents (45%-36%-45%) rebounded to the benchmark results, while seniors (64%-41%-41%) were still 23 percent less likely to have contact with a city employee than when the survey was first conducted in 1998.

The 47% of the full sample who answered the pre-qualifying question affirmatively were next asked a series of follow-up questions about their experience based on eight customer service activities. This was the same methodology utilized in the two previous surveys. The lead-in question was as follows: ***"Please tell me overall, how satisfied or dissatisfied you were with the customer service activities..."*** The activities tested were the courtesy of the person answering the telephone, directed to the correct department for concerns, employee seemed concerned about one's individual problem, asked adequate questions to determine the nature of the problem, if not available, correct employee returned call in reasonable amount of time, problem was adequately resolved by employee responding, follow-up from city to ensure concerns were addressed, and employee showed pride in the work each was doing. Responses were recorded on a four point scale ranging from very satisfied to very dissatisfied, as well as a no opinion response.

Table # 17 compares the overall ratings assigned in each survey year, in order to more clearly delineate differences. Note that the percentages represent the subset results from 1998 (N=213), 2001 (N=168), and 2004 (N=188):

TABLE #17: COMPARISON OF OVERALL SATISFACTION OR DISSATISFACTION WITH CUSTOMER SERVICE ACTIVITIES -- 1998 -- 2004

ACTIVITY	VERY SATISFIED			SATISFIED			DISSATISFIED			VERY DISSATISFIED			NO OPINION			SATIS RATIO
	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004	
The courtesy of the person answering the telephone	32%	38%	40%	62%	55%	55%	4%	5%	3%	0%	2%	1%	1%	1%	2%	23.8:1
Directed to the correct department for my concern	26%	28%	27%	63%	62%	63%	9%	8%	7%	1%	0%	1%	1%	2%	2%	11.3:1
Employee seemed concerned about my problem	22%	27%	27%	62%	55%	60%	13%	13%	8%	0%	2%	3%	3%	2%	3%	7.9:1
Asked adequate questions to determine the nature of the problem	20%	26%	25%	66%	61%	60%	12%	8%	12%	0%	1%	1%	3%	3%	2%	6.5:1
If not available, the correct employee returned my call in a reasonable amount of time	15%	18%	20%	49%	47%	49%	12%	9%	7%	5%	6%	3%	18%	20%	21%	6.9:1
The problem was adequately resolved by employee responding	20%	27%	26%	59%	52%	57%	14%	12%	9%	5%	8%	4%	2%	1%	3%	6.4:1
Follow-up from city to ensure my concerns were addressed	12%	16%	21%	46%	38%	44%	20%	17%	15%	7%	11%	6%	16%	18%	13%	3.1:1
The people I worked with showed pride in the work they were doing	17%	24%	26%	64%	57%	59%	12%	12%	11%	3%	3%	2%	4%	4%	3%	6.5:1

The highest ratios of satisfaction to dissatisfaction occurred when rating the courtesy of the person answering the telephone (95%-4%, 23.8:1), directed to the correct department for my concern (90%-8%, 11.3:1), and employee seemed concerned about my problem (87%-11%, 7.9:1). Four additional statements attained a ratio of more than six to one: if not available, the correct employee returned my call in a reasonable amount of time (69%-10%, 6.9:1), asked adequate questions to determine the nature of the problem (85%-13%, 6.5:1), the people I worked with showed pride in the work they were doing (85%-13%, 6.5:1), and the problem was adequately resolved by employee responding

(83%-13%, 6.4:1). The lowest rated item, at a ratio of three satisfied to one dissatisfied respondent was follow-up from city to ensure my concerns were addressed (65%-21%, 3.1:1).

What respondents were most enthusiastic about in their comments revolved around the courtesy of the person answering the telephone (40%). Very satisfied responses for the remaining seven statements ranged from 20% to 27%. The second and third ranked statements were that they were directed to the correct department for their concern and that the employee seemed concerned about their problem (both 27%). The statement in which participants were least often very satisfied was if not available, the correct employee returned my call in a reasonable amount of time (20%), although follow-up from the city to ensure my concerns were addressed scored a similar percentage (21%).

Dissatisfaction for any of the eight statements was no higher than the 21% for follow-up from the city to ensure my concerns were addressed, with the same being true relative to no opinion responses (21% for if not available, correct employee returned my call in a reasonable amount of time).

When compared to previous results, one finds that people who had contact with city employees were generally more satisfied this year than at any time before. However, the shifts in most instances were minor. For example, only one item increased its satisfaction rating by more than five points when comparing 2001 and 2004 results, or 1998 and 2004 findings. Between 2001 and 2004, the only statement to exhibit diminished ratings was asking adequate questions to determine the nature of the problem, and that was only by two points. Improved ratings were accorded the statements employee seemed concerned about my problem (82%-87%), if not available, the correct employee returned my call in a reasonable amount of time (64%-69%), problem was adequately resolved by employee responding (79%-83%), follow-up from city to ensure my concerns were addressed (54%-65%), and people I worked with showed pride in the work they were doing (81%-85%). Follow-up from the city was the statement that experienced the most growth since the benchmark survey (58%-65%). Also noting a degree of improvement were correct employee returned my call in a reasonable amount of time (64%-69%), problem was adequately resolved by employee responding (79%-83%), and people showed pride in work they were doing (81%-85%).

At the same time satisfaction improved, dissatisfaction tended to decline. When compared to the benchmark results, only one statement showed increased negativity, and that was one percent relative to asking adequate questions to determine the nature of the problem. Comparatively, declines included if not available, the correct employee returned my call in a reasonable amount of time (17%-10%), problem was adequately resolved by employee responding

(19%-13%), and follow-up from city to ensure my concerns were addressed (27%-21%).

The resulting shift in both positive and negative attitudes, though often minimal, did impact the satisfaction ratio. Since 1998, the ratio has improved for seven of the eight statements. The only one to not improve was asking adequate questions to determine the nature of the problem (7.2:1-6.5:1). Opinions were most improved with correct employee returning call in a reasonable amount of time (3.8:1-6:9:1), directed to correct department for concern (8.9:1-11.3:1), problem was adequately resolved by employee responding (4.2:1-6.4:1), and employee seemed concerned about problem (6.5:1-7.9:1), to name a few.

Table # 18 compares satisfaction ratings from all three surveys to better examine trend findings:

**TABLE #18: COMPARISON OF SATISFACTION RATINGS WITH
CUSTOMER SERVICE ACTIVITIES BY SUBSECTOR -- 1998 -- 2004**

ACTIVITY	DISTRICT 1			DISTRICT 2			DISTRICT 3			DISTRICT 4			DISTRICT 5		
	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004
The courtesy of the person answering the telephone	80%	87%	94%	100%	87%	97%	92%	94%	94%	97%	96%	95%	94%	97%	94%
Directed to the correct department for my concern	73%	87%	74%	92%	81%	92%	92%	94%	94%	90%	92%	89%	88%	94%	92%
Employee seemed concerned about my problem	73%	74%	84%	78%	81%	86%	76%	84%	86%	87%	92%	86%	94%	76%	88%
Asked adequate questions to determine the nature of the problem	80%	91%	64%	83%	78%	78%	82%	85%	90%	86%	91%	88%	92%	91%	90%
If not available, the correct employee returned my call in a reasonable amount of time	53%	52%	68%	69%	62%	70%	68%	72%	66%	59%	71%	74%	70%	61%	67%
The problem was adequately resolved by employee responding	80%	65%	74%	74%	84%	77%	78%	75%	92%	75%	90%	84%	88%	73%	82%
Follow-up from city to ensure my concerns were addressed	73%	52%	47%	61%	48%	78%	61%	54%	70%	45%	58%	66%	66%	51%	55%
The people I worked with showed pride in the work they were doing	93%	65%	69%	74%	81%	83%	78%	82%	86%	82%	93%	86%	82%	73%	91%

In terms of current ratings, residents from Districts 1 and 2 who had contact with a city employee were less satisfied than people elsewhere. For example, in District 1, just two statements attained satisfaction ratings of 80% or better. That compared to four statements in District 2, and six in the other three districts. The two plus-80% statements were courtesy of person answering telephone (94%-97%-94%-95%-94%) and asked adequate questions to determine nature of problem (84%-86%-86%-88%-90%). And everywhere but in District 1, at least four of five were satisfied that the people one worked with showed pride in the work they were doing (69%-83%-86%-86%-91%).

When ranked by satisfaction ratings, the top statement citywide revolved around the courtesy of the person answering the telephone. Second in every place but District 1 was directed to the correct department for one's concern, while being concerned about my problem drew the second highest satisfaction in that part of the city. Positional variances abounded. At least a three position variance was displayed regarding employee seemed concerned about my problem (2nd in District 1, to 5th in Districts 3 and 5), asked adequate questions to determine the nature of the problem (3rd in District 4, to 7th in District 1), problem was adequately resolved by employee responding (3rd in District 3, to 7th in District 2), and people I worked with showed pride in the work they were doing (3rd in District 5, to 6th in District 3).

Percentage variances of more than 10% were directed to correct department for concern (74%, to 94% in District 4), asked adequate questions to determine nature of problem (64%, to 90% in Districts 3 and 4), problem was adequately resolved by employee responding (74%, to 92% in District 3), follow-up from city to ensure my concerns were addressed (47%, to 78% in District 3), and people I worked with showed pride in the work they were doing (69%, to 91% in District 5).

Residents from District 1 gradually voiced more satisfaction with several employee contact statements when compared to the benchmark results. Those revolved around the courtesy of the person answering the telephone (80%-87%-94%), employee seemed concerned about my problem (73%-74%-84%), and if not available, correct employee returned my call in a reasonable amount of time (53%-52%-68%). At the same time, they tended to be less satisfied with asked adequate questions to determine the nature of the problem (80%-91%-64%), problem was adequately resolved by employee responding (80%-65%-74%), follow-up from city to ensure my concerns were addressed (73%-52%-47%), and people I worked with showed pride in the work they were doing (93%-65%-69%). Note that the only statement to exhibit lower satisfaction each year regarded follow-up from the city.

District 2 respondents were more pleased this year than ever before that employee seemed concerned about their problem (78%-81%-86%) and that the people they worked with showed pride in the work they were doing (74%-81%-83%). Satisfaction with the follow-up statement was higher this year than in 1998, following a much lower rating in 2001 (61%-48%-78%). Conversely, the only area where satisfaction declined was asked adequate questions to determine nature of problem (83%-78%-78%). All other statements showed minor variance since 1998, and some difference between 2001 and 2004.

Employee seemed concerned about my problem (76%-84%-86%), asked adequate questions to determine nature of problem (82%-85%-90%), problem was adequately resolved by employee responding (78%-75%-92%), follow-up

from city to ensure my concerns were addressed (61%-54%-70%), and people they worked with showed pride in work they were doing (78%-82%-86%) were all items that drew more satisfaction in 2004 than 1998, some gradually while others fluctuated. No statement in this part of the city declined by more than two percent when comparing 1998 and 2004 findings.

District 4 residents looked more positively toward the statement that if not available, correct employee returned call in reasonable amount of time (59%-71%-74%), problem was adequately resolved by employee responding (75%-90%-84%), follow-up from city to ensure my concerns were addressed (45%-58%-66%), and person one worked with showed pride in the work they were doing (82%-93%-86%). And as in District 3, people were not less satisfied with any specific employee statements than previously.

Satisfaction in District 5 declined relative to the following statements: employee seemed concerned about my problem (94%-76%-88%); and follow-up from city to ensure concerns were addressed (66%-51%-55%). During the same time period, people were more positive toward being directed to the correct department for my concern (88%-94%-92%) and people they worked with showed pride in what they were doing (82%-73%-91%). Others varied either positively or negatively only minimally.

When any variance was taken into account, only in District 5 did declines occur more than gains (5-2). The ratios of declines to gains elsewhere were 4-4 in District 1, 3-5 in District 4, 2-5 in District 2, and 1-7 in District 3, the area that experienced the least reduction in customer service attitudes. One statement showed gains in four of five city council districts, and that was that the people they worked with showed pride in the work they were doing. In three of five districts, residents were more satisfied than in 1998 that they were directed to the correct department for my concern (Districts 1, 3, and 5), employee seemed concerned about their problem (Districts 1, 2, and 3), asked adequate questions to determine the nature of the problem (Districts 2, 3, and 4), if not available, correct employee returned my call in a reasonable amount of time (Districts 1, 2, and 4), problem was adequately resolved by employee responding (Districts 2, 3, and 4), and follow-up from city to ensure my concerns were addressed (Districts 2, 3, and 4). No statement had satisfaction ratings decline in at least three districts.

Table # 19 compares the satisfaction levels between the different participation groups defined by self-classified community and voting behavior:

TABLE #19: SATISFACTION OR DISSATISFACTION WITH CUSTOMER SERVICE ACTIVITIES BY COMMUNITY ACTIVITY AND VOTING ACTIVITY

ACTIVITY	COMMUNITY ACTIVITY				VOTING ACTIVITY			
	ACTIVE/INFORMED		ISSUES/LIVE HERE		ALWAYS/OFTEN		SELDOM/NEVER	
	SATIS	DISSAT	SATIS	DISSAT	SATIS	DISSAT	SATIS	DISSAT
The courtesy of the person answering the telephone	97%	3%	92%	4%	95%	3%	94%	3%
Directed to the correct department for my concern	90%	9%	91%	4%	91%	7%	83%	14%
Employee seemed concerned about my problem	87%	10%	85%	13%	89%	9%	75%	19%
Asked adequate questions to determine the nature of the problem	83%	15%	87%	11%	87%	11%	72%	23%
If not available, the correct employee returned my call in a reasonable amount of time	72%	10%	64%	10%	72%	8%	58%	19%
The problem was adequately resolved by employee responding	86%	12%	76%	17%	88%	10%	64%	28%
Follow-up from city to ensure my concerns were addressed	67%	22%	58%	19%	70%	19%	47%	34%
The people I worked with showed pride in the work they were doing	85%	12%	83%	13%	90%	8%	64%	30%

People who were more active in the community expressed higher satisfaction with the courtesy of the person answering the telephone (97%-92%), if not available, correct employee returned my call in a reasonable amount of time (72%-64%), problem was adequately resolved by employee responding (86%-76%), and follow-up from city to ensure concerns were addressed (67%-58%). The only statement that secured higher satisfaction from less active respondents who had contact with a city employee was asked adequate questions to determine the nature of the problem (87%-83%). Note that dissatisfaction with active community members was higher when discussing directed to the correct department for concern (9%-4%) and asked adequate questions to determine nature of problem (15%-11%), while problem was adequately resolved by employee responding scored higher negativity with the statement than the problem was adequately resolved by employee responding (17%-12%).

Active voters were more satisfied that the employee seemed concerned about problem (89%-75%), asked adequate questions to determine nature of problem (87%-72%), if not available, correct employee returned call in reasonable amount of time (72%-58%), problem was adequately resolved by employee

responding (88%-64%), follow-up from city to ensure concerns were addressed (70%-47%), people one worked with showed pride in the work they were doing (90%-64%), problem was adequately resolved by employee responding (82%-77%) and follow-up from city to ensure my concerns were addressed (59%-50%).

Interestingly, and contrary to the pattern of inactive community members, people who did not vote were more dissatisfied with their employee contact. Negativity was higher relative to being directed to the correct department for concern (14%-7%), employee seemed concerned about one's problem (19%-9%), asked adequate questions to determine nature of problem (23%-11%), if not available, correct employee returned call in a reasonable amount of time (19%-8%), problem was adequately resolved by employee responding (28%-10%), follow-up from city to ensure concerns were addressed (34%-19%), and people one worked with showed pride in work they were doing (30%-8%). Note that the biggest variance in dissatisfaction ratings between nonvoters and voters centered on adequate problem resolution and follow-up from the city.

SUGGESTIONS TO IMPROVE CUSTOMER SERVICE

As a follow-up to the customer service questions, an additional inquiry was presented to determine what residents might do to enhance the quality of city services. This same questioning methodology was utilized in the two previous surveys. The query was simply, ***"What one suggestion would you make to improve the overall quality of service that the city of Bryan offers its residents?"*** A grand total of 231 individuals offered responses, which were then organized and coded into nine general or miscellaneous comments. Improved customer service/communication (37%), road improvements (24%), and improved overall city services (14%) were the top three suggestions generated by respondents. Secondary comments included improve trash pickup/recycling and city leadership/council improvements (both 5%), neighborhood beautification and more community involvement (both 3%), and traffic control/more lights (2%).

Since 1998, residents have focused more attention on the concerns of road improvements needed (14%-21%-24%) and improved customer service (16%-20%-37%) as how to improve the overall quality of service. Of less concern this year, compared to previous years, was more community involvement (7%-15%-3%) and neighborhood beautification (6%-10%-3%). Additionally, several issues, specifically park/recreation improvements, lower utility bills, planning and zoning improvements, equality of services, and improved animal control were not among the suggestions. The only issue which was considered a new suggestion in 2004 was city leadership/council improvement, at 5%.

Table #20 lists the cumulative responses from the three surveys, as well as the subsector and gender responses from the current survey:

TABLE #20: SUGGESTIONS FOR IMPROVING CUSTOMER SERVICE

SUGGESTION	OVERALL			DSTRCT 1	DSTRCT 2	DSTRCT 3	DSTRCT 4	DSTRCT 5	SEX OF RESPONDENT	
	1998	2001	2004						MALE	FEMALE
Road improvements needed	14%	21%	24%	18%	21%	27%	28%	22%	27%	21%
Improved customer service	16%	20%	37%	35%	47%	43%	30%	35%	39%	36%
Improved overall city services	NA	NA	14%	12%	8%	10%	23%	14%	12%	17%
Miscellaneous	8%	11%	8%	12%	16%	4%	3%	8%	6%	9%
More community involvement	7%	15%	3%	9%	3%	2%	0%	2%	1%	4%
Improve trash pickup/recycling	6%	8%	5%	0%	0%	8%	79%	6%	4%	6%
City leadership - council improvement	NA	NA	5%	3%	5%	2%	7%	6%	7%	2%
Neighborhood beautification	6%	10%	3%	6%	0%	2%	3%	4%	3%	3%
Traffic control - more lights	NA	NA	2%	6%	0%	2%	0%	2%	1%	2%

While 2001 showed only minimal variance between the two top issues, road improvements and improved customer service (21% and 20%), improved customer service was clearly the primary suggestion (37% and 24%), more so than roads. Residents in Districts 2 and 3 focused much more attention on improved customer service (47% and 43%), while Districts 1 and 5 (both 35%), and 4 (35%) were less likely to mention it. The only area to focus as much attention on road improvements was in District 4 (30%-28%); elsewhere there was at least a 13-point separation between the two issues. Road improvements appeared to concern Districts 3 and 4 more than anyone else (27% and 28%), and especially more than respondents in District 1 (18%). The issue of improved city services was also more focused in District 4 than anywhere else (23%, to 8% in District 2). Nobody in either Districts 1 or 2 suggested improve trash pickup/recycling however, it garnered between 6%-8% elsewhere in the city. Two items that drew more interest from people in District 1 than anywhere else were more citizen involvement (9%, to 0% in District 4) and traffic control/more lights (6%, to 0% in Districts 2 and 4).

Men were more likely to suggest road improvements (27%-21%), and, to a lesser extent, city leadership/council improvements (7%-2%) for improving customer service. Comparatively, it was female respondents who said improved city services (17%-12%) as their suggestion. The focus on improved customer service

exhibited no favoritism based on gender (39%-36%). An improved perception toward community improvement was not an indicator that improved customer service (35%-42%-40%) would improve the overall quality of service, although it was the number one suggestion of all three subsets. Road improvements received more comments from residents positive about community improvement rather than negative (26%-21%-20%). This same subset also said improve trash pickup/more recycling (4%-6%-0%) at a higher rate. If one believed that the city had gotten worse, he or she more often focused attention on city leadership/council improvements (4%-5%-10%) and neighborhood beautification (4%-0%-10%). Finally, only respondents who believed that the community had improved suggested improving the overall quality of service through more community involvement.

People who were most active in their community differentiated between the top two responses, improved customer service and road improvements (41%-21%). This was not the case with inactive community people, as both responses were of similar need (30%-28%). Both subsets listed improved city services (14%-16%) and improved trash pickup/recycling (5%-5%) at a similar clip. The voting frequency tabulations showed both active (35%-24%) and inactive voters (45%-24%) to place improved customer service over road improvements. Active voters also prioritized improved city services (16%-9%) and city leadership/council improvements (6%-2%), although traffic control/more lights (1%-5%) was a more frequent contribution of inactive voters.

A positive evaluation of the city council led residents to more frequently suggest road improvements (33%-19%) to improve the overall quality of services. In fact, those most positive about the council were as likely to focus on road improvements as they were improved customer service (36%-36%), something that a person negative about performance did not. The response improved city services (13%-16%) was of similar interest to both groups. In addition, the suggestion city leadership/council improvements most often came from respondents who were negative toward the council's performance (8%-2%). Individuals undecided about the council focused on improved customer service (47%), followed by road improvements (16%) and improved city services (13%). Residents who acknowledged having contact with a city employee were more likely than those who did not to suggest improved customer service (44%-31%), focusing less on road improvements (19%-29%). How people rated the manner in which the city was maintained had little impact on their suggestions of improved customer service (31%-39%-37%) and road improvements (23%-25%-21%). However, if a person rated city maintenance fair or poor, they were more likely to suggest improved city services (8%-13%-19%) and city leadership/council improvements (0%-4%-7%) as ways to improve overall quality. Comparatively, it was those most positive who listed improved trash pickup/recycling (12%-4%-4%).

Nonparents constituted the subset least likely to suggest improved customer service (33%) to improve overall quality of service, compared to parents, who ranged from 38% (under 6) all the way to 63% (13-18). In fact, the older the pre-18 child, the more frequently this was the primary suggestion (38%-46%-63%). The same was true relative to improved city services (3%-10%-13%-22%, to 16% of nonparents). However, road improvements did not follow this pattern but in fact were more often the suggestion of parents of younger children (38%-18%-13%), as too nonparents (27%). How long a person lived in Bryan did not affect the manner in which they would improve the overall quality of service, as all three subsets similarly suggested improved customer service (41%-34%-38%), road improvements (22%-20%-25%), and improved city services (13%-15%-15%). The age tabulations showed seniors not interested in improved customer service (45%-46%-26%), as they focused more attention on road improvements (18%-23%-28%) and improved city services (8%-13%-18%). Younger respondents were more interested in improved trash pickup/recycling (10%-2%-4%).

SERVICE-RELATED STATEMENTS

Using statement association to measure praise or criticism of certain aspects of the city has been utilized in both previous surveys, as well as in the current questionnaire. This questioning method presents either a positive or negative statement and requests respondents to either agree or disagree with each item. Respondents were instructed ***"Please tell me how strongly you agree or disagree with the following statements..."*** The current statements were identical to the two prior surveys. Two of the statements expressed dissatisfaction with the city: "I am frustrated with how city government works in Bryan" and "I don't feel I can ever get a straight answer from the city if I have a problem." The other statements were positive: "I am satisfied with living in Bryan," "we have an excellent city workforce," and "my neighborhood receives sufficient city services." The evaluation scale was strongly agree, agree, disagree and strongly disagree, as well as no opinion for those not willing to generate an opinion or lacking the knowledge to do so.

Overall results from all three surveys are summarized in Table #21, along with the 2004 agreement ratio for each statement:

TABLE #21: COMPARISON OF OVERALL AGREEMENT AND DISAGREEMENT WITH SERVICE-RELATED STATEMENTS -- 1998 -- 2004

STATEMENT	STRONGLY AGREE			AGREE			DISAGREE			STRONGLY DISAGREE			NO OPINION			RATIO
	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004	
I am satisfied with living in Bryan	47%	39%	41%	45%	55%	54%	5%	5%	4%	2%	1%	1%	1%	0%	0%	19.0:1
I am frustrated with how city government works in Bryan	2%	4%	6%	21%	22%	25%	61%	62%	58%	7%	7%	3%	9%	6%	7%	0.5:1
I don't feel I can ever get a straight answer from the city if I have a problem	4%	2%	4%	17%	18%	16%	61%	65%	66%	9%	6%	4%	9%	10%	10%	0.3:1
We have an excellent city workforce	7%	10%	11%	73%	70%	73%	13%	12%	9%	0%	1%	0%	7%	7%	7%	9.3:1
My neighborhood receives sufficient city services	8%	7%	9%	71%	66%	70%	16%	20%	18%	3%	5%	1%	1%	3%	2%	4.2:1

"I am satisfied with living in Bryan" (95%-5%, 19.0:1) was the positive statement in 2004 of which residents were in most agreement. Consensus was also very high in response to the statements "we have an excellent work force" (83%-9%, 6.2:1) and "my neighborhood receives sufficient city services" (79%-19%, 4.2:1). At the same time, the negative statements were strongly disputed, although 31% agreed that "I am frustrated with how city government works in Bryan" (31%-61%, 0.3:1) and 20% that "I don't feel I can ever get a straight answer from the city if I have a problem" (20%-70%, 0.3:1).

With the exception of 41% strongly agreeing that they were satisfied with living in Bryan, none of the statements stood out with any standard of passion. This was true for both the positive and negative ratings. For example, the two positive statements had percentages of 11% (excellent work force) and 9% (neighborhood receives adequate city services), while strong agreement with the two negative items was 6% (frustrated with how city government works) and 4% (can't ever get straight answer). Even the strong disagreement ratings were minimal, not exceeding 4% (can't ever get straight answer) for either a pro or anti-item.

In comparing the statements to previous findings, we note the continued growth in agreeing that one was frustrated with how city government works in Bryan

(23%-26%-31%), an increase of eight points since the benchmark survey. No other item sustained either growth or diminished percentages of more than three percent when comparing current and benchmark results. When reviewing the current and previous findings, we identified one item that gained six points, as agreement rebounded to benchmark results over the statement, "my neighborhood receives sufficient city services" (79%-73%-79%). Additionally, disagreement declined relative to respondent frustrations (68%-69%-61%) when comparing current ratings to benchmark findings. As with agreement, disagreement returned to its original mark for the statement about one's neighborhood receiving sufficient city services (19%-25%-19%).

In the review of agreement ratios for both 1998 and 2004, the ratio was higher this year regarding being satisfied with living in Bryan (13.1:1-19.0:1) and having an excellent workforce (6.2:1-9.3:1). It should be noted that there was no change in the statement about one's neighborhood receiving sufficient city services (4.2:1-4.2:1). There was some growth in the negative statement about being frustrated with how city government works (0.3:1-0.5:1) but not with getting a straight answer from the city if one has a problem (0.3:1-0.3:1).

It should be noted that strong agreement ratings have declined six percent for the item about being satisfied with living in Bryan (47%-39%-41%), compared to a four point increase for being frustrated with how city government works (2%-4%-6%) and with having an excellent city workforce (7%-10%-11%).

In addition, note the growing differentiation regarding the two negative statements. When presented in 1998, attitudes with both statements were similar (23%-21%). However, in each year, the gap between being frustrated with how city government works and can't ever get a straight answer if one has a problem has increased, from two percent in 1998, to six points in 2001 (26%-20%), and to 11 percent in 2004 (31%-20%).

Table #22 compares the overall agreement ratings to the five statements by subsector in each year of survey implementation, to better identify shifts in attitudes within the regions:

**TABLE #22: COMPARISON OF OVERALL AGREEMENT RATINGS WITH
SERVICE-RELATED STATEMENTS BY SUBSECTOR --
1998 -- 2004**

STATEMENT	DISTRICT 1			DISTRICT 2			DISTRICT 3			DISTRICT 4			DISTRICT 5		
	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004	1998	2001	2004
I am satisfied with living in Bryan	92%	95%	89%	90%	91%	94%	95%	97%	98%	95%	96%	97%	84%	91%	93%
I am frustrated with how city government works in Bryan	41%	23%	39%	17%	38%	35%	27%	24%	27%	20%	22%	29%	16%	21%	30%
I don't feel I can ever get a straight answer from the city if I have a problem	31%	32%	39%	19%	30%	26%	20%	15%	14%	15%	8%	15%	26%	19%	15%
We have an excellent city workforce	77%	77%	71%	74%	76%	89%	85%	83%	88%	80%	89%	85%	79%	72%	83%
My neighborhood receives sufficient city services	74%	58%	63%	75%	61%	75%	83%	78%	87%	85%	90%	84%	71%	66%	76%

District 1 continued to be the region least likely to say that their neighborhood receives sufficient city services, at 63%, compared to percentages of 75% (District 2), 76% (District 5), 84% (District 4), and 87% (District 3). The same trend was evident relative to having an excellent city workforce, with lower percentages in District 1 (71%) compared with any other part of the city (89%-88%-85%-83%). They were also least likely to agree with the statement, "I am satisfied with living in Bryan" (89%), although the difference between that percentage and the ratings of others (94%-98%-97%-93%) was not as significant.

Relative to the two negative statements, it was Districts 1 and 2 who most often agreed to being frustrated with how city government works in Bryan (39% and 35%), although percentages in other parts of the district (27%-29%-30%) were not dramatically different. There was a more significant difference relative to not getting a straight answer from the city if one has a problem, as it scored ratings of 39% and 26% in Districts 1 and 2, compared to less than 15% everywhere else (14%-15%-15%). Clearly, District 1 is more frustrated with city government, although for the most part, still satisfied with living in the city. District 2 is not as frustrated, especially when it comes to getting a straight answer, but its residents are still more negative toward city services than the other three city council districts.

When compared to previous findings and especially the benchmark results, we note that everywhere but in District 1, agreement grew relative to the statement about being satisfied with living in Bryan. The most noticeable improvement was in District 5 (84%-91%-93%) and District 2 (90%-91%-94%). Elsewhere, the change from 1998 to 2004 was three points or less. This was true whether agreement ratings increased or declined. Regarding the statement about having an excellent work force, District 1 residents voiced lower agreement (77%-77%-71%), although still seven out of ten positive about this statement. Agreement grew by three percent or more elsewhere. It increased the most in District 2 (74%-76%-89%), compared to a five point increase in District 4 (80%-89%-85%) and four percent growth in District 5 (79%-72%-83%). Notice that in Districts 4 and 5, the improvement was not gradual but instead fluctuated each year. The positive statement that drew the least change was about one's neighborhood receiving sufficient services. In Districts 3 (83%-78%-87%) and 5 (71%-66%-76%), agreement was greater than before, although the increase was not gradual. In District 1, agreement was less (74%-58%-63%), although higher than it was in 2001. The percentage also declined in District 4, but by just one point.

Being frustrated with how city government works in Bryan drew increased agreement ratings in three of the five city council districts. Those were 2 (17%-38%-35%), 4 (20%-22%-29%), and 5 (16%-21%-30%), with the increases in Districts 4 and 5 being gradual. In addition, the 39% in District 1 was down two points from 1998, although significantly higher than in 2001 (23%). District 1 (31%-32%-39%) and District 2 (19%-30%-26%) voiced higher agreement ratings this year that they didn't get a straight answer from the city if one had a problem. Comparatively, this issue didn't seem to be as much of a concern in Districts 3 (20%-15%-14%) and 5 (26%-19%-15%), where percentages have declined each year the survey was implemented.

Attitudes toward these questions based on activity in the community and in the electoral process are shown in Table #23:

TABLE #23: AGREEMENT AND DISAGREEMENT WITH SERVICE-RELATED STATEMENTS BY COMMUNITY AND VOTING ACTIVITY STATEMENTS

STATEMENT	COMMUNITY ACTIVITY				VOTING ACTIVITY			
	ACTIVE/INFORMED		ISSUES/LIVE HERE		ALWAYS/OFTEN		SELDOM/NEVER	
	AGREE	DISAGR	AGREE	DISAGR	AGREE	DISAGR	AGREE	DISAGR
I am satisfied with living in Bryan	96%	4%	93%	6%	96%	4%	95%	5%
I am frustrated with how city government works in Bryan	33%	60%	28%	64%	32%	61%	28%	63%
I don't feel I can ever get a straight answer from the city if I have a problem	18%	75%	24%	62%	17%	73%	28%	62%
We have an excellent city workforce	84%	9%	84%	7%	85%	9%	83%	9%
My neighborhood receives sufficient city services	76%	22%	84%	16%	79%	19%	78%	18%

Frequent voters were more likely to say they were frustrated with how city government works (33%-28%), but not that they could never get a straight answer from the city (18%-24%). This subgroup was also less likely to agree that their neighborhood received sufficient city services (76%-84%). In addition, active and nonactive members of the community shared similar views regarding satisfaction with living in Bryan (96%-93%) and having an excellent city workforce (84%-84%). Also note that active community members were more frustrated with how city government works than feeling they could not get a straight answer from the city (33%-18%); for nonactive residents, both statements carried equal weight (28%-24%).

Active voters generated higher agreement that they were frustrated with how city government works (32%-28%), while it was inactive voters who more often agreed that they could not get a straight answer from the city if one had a problem (28%-17%). For all other statements, agreement was similar, including satisfaction with living in Bryan (96%-95%), having an excellent work force (85%-83%), and neighborhood receiving sufficient services (79%-78%).